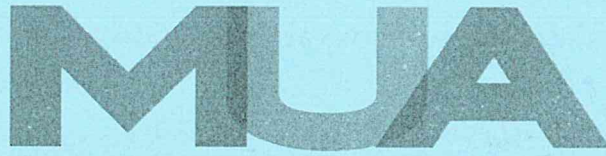


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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

BML308 : CONFLICT MANAGEMENT

DATE: 11TH AUGUST 2016

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

CONFLICT BETWEEN JENNY AND TIM

In a large publishing company in New York, a young woman, Jenny, was hired as a copy editor for one of the many journals produced by the company. Seven other employees worked on this team editing this Journal, including a senior editor named Tim. Jenny had worked there for about a month when she and her fellow co-workers went for happy-hour after work. Everybody had a great time and had consumed a fair amount of alcohol. When everybody was leaving the bar to head home, Tim, who had been secretly attracted to Jenny since she started work at the journal, hailed a cab and offered to share the ride with Jenny. Jenny accepted the offer. Once she was inside the cab, Tim then suddenly made an aggressive sexual advance toward her. Horrified, Jenny pushed him away and told him to get out of the cab. Mortified, Tim slinked out of the cab.

The next day, Jenny came to work with some apprehension. How would she deal with Tim? Would the cab incident affect her job? Although Tim did not supervise her, would he try to get her fired? Tim immediately went to her office and apologized for his extremely inappropriate behavior in the cab. Relieved at his apology, Jenny decided not to pursue the matter through any formal channels in the office. She figured that since Tim apologized, there was no need to dwell on the incident. After all, Jenny was a new employee, still in the process of learning the office politics and proving herself as being a competent editor. She did not want to rock the boat or bring negative attention to herself.

Everything would have been okay if Tim had stopped at just one sincerely expressed apology. However, whenever he found himself alone with Jenny, Tim apologized again. And again. He said he was sorry about the incident at every opportunity he had for three months. This constant apology was awkward and annoying to Jenny. Ironically, by Tim apologizing continuously for his unwanted attention in the cab, he was foisting another form of unwanted attention upon Jenny. When he first started

apologizing, Jenny told him that "it was okay". After three months of many apologies, she reached a point where she asked him to stop apologizing, to no avail. Frustrated, she confided in a few co-workers about her unusual dilemma. Consequently, these co-workers lost respect for Tim.

Although the cab incident was not common knowledge in the office, Tim sensed that others knew about it by the way they interacted with him. The incident became the office "elephant" that the employees "in the know" saw, but didn't explicitly acknowledge. Meanwhile, Jenny was tired of hearing Tim apologize and her feelings of discomfort increased. So when another editor position opened up in another journal division of the company, she applied for the job and was transferred to the other journal. In her new position, she didn't have Tim bothering her anymore. But she was unhappy with her new job. The journal material was very boring. She didn't work as well with her co-workers as she did in the previous journal (excepting Tim). She realized that she really enjoyed her old job. She began to regret her decision to avoid the conflict with Tim by moving to the new job. In an effort to seek advice as to how to solve her problem, Jenny decided to consult with the company ombudsman.

Required

Place yourself in the ombudsman's position and come up with a strategy for resolving this conflict effectively. In particular;

- a) Analyze the case in terms of the cause(s) and the underlying issues involved
(10 marks)
- b) Outline the principles that could be applied to help resolve this conflict
(8 marks)
- c) Recommend a strategy for handling the conflict that will leave the parties involved in the conflict satisfied with the outcome of the process. (7 marks)

QUESTION TWO

You were recently appointed to serve in your company's Human Resources Disciplinary committee where amongst other things, you will address staff complaints and handle cases regarding staff who fail to achieve their targets. You

are well aware that you need to acquire new skills in order to be effective in your new role.

Required

- a) Explain the skills that you will develop in order to be effective in your role
(8 marks).
- b) Explain the process you would use in handling the staff complaints
(7 marks)

QUESTION THREE

Organizations will always have employees from differing backgrounds – religion, gender, age etc. – and will always experience diversity based conflict

Required:

Evaluate the above statement in light of:

- a) Organizational diversity characteristics that brings about conflicts
(10 marks)
- b) The two sides of diversity conflict
(5 marks)

QUESTION FOUR

- a) Explain the models of mediation
(8 marks)
- b) Explain the techniques for resolving team conflict
(7 marks)

QUESTION FIVE

Umoja Limited has exhibited the following characteristics:

- i) Managers encouraging staff to openly express disagreement with their superiors.
- ii) Customers being encouraged to give both positive and negative feedback.
- iii) Heated arguments during strategic planning sessions.

Required

Explain the following:

- a) Explain the drawbacks that may emerge from the above situation
(10 marks)

- b) Discuss how the negative effects of the situation above can be avoided
(5 marks)

QUESTION SIX

- a) If death and taxes are the two first certainties in life, conflict must be the third.
Discuss (5 marks)
- b) As the new Head of Human Resources at ABC Spares Limited, you are informed that there is a long-running dispute with the trade union. The CEO requires you to evaluate the existing conflict resolution strategy and submit a report to the Board Human Resources Committee within the next 2 weeks.

Required

An outline of the contents of your report to the board HR committee

(10 marks)

